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01 FEB 1982

Memorandum for: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Director of Personnel
Comptroller

FROM: Executive Director

SUBJECT: CIA's Long-Range Planning Schedule for 1982

REFERENCE: ER 81-8722, 12 November 1981

1. On 30 October 1981, the Executive Committee approved a new long-range planning process for the Agency. This memorandum reaffirms my commitment to that process and establishes this year's planning cycle. The basic approach is described in the reference and a more detailed description of the process and schedule is attached. I have altered the timing of the planning phases somewhat and have asked my Planning Staff to work out detailed procedures and formats with your representatives on the Interdirectorate Planning Group. The broad outline of this year's cycle is as follows:

- Phase I: EXDIR Planning Guidance by 31 January.
- Phase II: Agency Intelligence, Counterintelligence, and Covert Action Ten-Year Goals and Objectives by 15 April.
- Phase III: Collection, Processing, Analytical, and Operational Capabilities by 30 June.
- Phase IV: Support Capabilities by 15 September.
- Phase V: An integrated CIA Long-Range Forecast by 15 October.

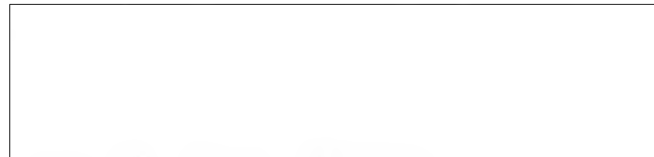
2. For 1982, CIA's long-range planning should focus on identifying important currently unmet and likely new information and operational needs; innovative concepts for alternative means of meeting these needs; and imaginative concepts for building the necessary support infrastructure. Your planning should take into account the challenges posed in the 1985 Intelligence Capabilities Study, and should include those program concepts contained in that study which are too complex to be refined in time for inclusion in the 1984 budget request now being prepared. We will need to build on the present programs and

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the capabilities approved in the 1985 Intelligence Capabilities Study by taking a longer view of the needs and direction of the Agency and by considering a wider range of options than has been the case in the past. It is critically important that the planning process identify important future needs and present Agency management with innovative alternatives. This process should not constrain itself by specific resource considerations or current capabilities. I would expect the materials prepared for EXCOM review to be brief, deal with fairly broad issues and concepts, and focus on the need for significant change or improvement. While the process is structured to use Agency-wide teams, your personal involvement is essential. Our long-range plan will be the blueprint for FY 1985 through 1990 future Agency programs, including guidance to the Comptroller for FY 1985 and beyond program and budget formulation.

3. In the attachment, you will find the list of planning teams and directorates responsible for appointing team chairmen. Please notify the Planning Staff of these appointments by 15 February.



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John N. McMahon

Attachment:
as stated

cc: DCI
DDCI

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PHASE I: PLANNING INITIATION, JANUARY 1982

PURPOSE: To provide guidance on the scope of the planning report and details of the process and schedule.

ACTION: PLANNING STAFF:

- develop memorandum on planning implementation for EXDIR signature
- develop CIA Planning Book

INTERDIRECTORATE PLANNING GROUP:

- review implementation plan

EXDIR

- issue planning implementation memorandum

DOCUMENTATION:

Planning Implementation Memorandum

- outline of procedures and schedules
- guidance for emphasis of effort
- attachment which provides details of process

Planning Book

- begins with Base Capability statements from 1983 budget
(Target Capability System)
- each phase of planning cycle adds specific contributions
to planning book

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PHASE 2: INTELLIGENCE AND OPERATIONS GOALS AND OBJECTIVES, FEBRUARY-15 APRIL 1982

PURPOSE: To establish the needs and relative priorities for new intelligence information, and develop goals for operational activities.

ACTION: DDI: form a team to:

- develop goals and objectives
- define current unmet information needs
- define likely new information needs
- propose priorities for information needs at the area category level of the budget structure

DDO: form teams to establish the long-range needs for Covert Action and Counterintelligence

- develop goals and objectives

INTERDIRECTORATE PLANNING GROUP:

- review the product of this phase for Directorate impact

EXCOM:

- review and establish areas for emphasis in the next planning phase

DOCUMENTATION:

Intelligence Needs Statement:

- overview
- current unmet information needs
- likely new information needs
- revised Base Capability statements
- statement on Area Category priorities

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PHASE 2 (continued)

Covert Action Statement:

- overview
- likely long-term areas for involvement
- impact on infrastructure
- priorities
- review and revision of CA Category Base Capability statements

Counterintelligence:

- overview
- long-term threat assessment
- review and revision of CI Category Base Capability Statements

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PHASE 3: INTELLIGENCE AND OPERATIONAL CAPABILITIES, 15 APRIL-30 JULY 1982

PURPOSE: To develop innovative alternatives for meeting future intelligence information, CA, and CI needs

ACTION: DDI: form a team to develop alternatives for needed analytical capabilities in terms of:

- analyst skills
- use of external expertise
- methodology needs
- application of technology
- support from external USG programs (i.e., State, Commerce, etc.

DDO: form a team to develop new methods and refinements in existing techniques for:

- clandestine collection
- overt collection
- counterintelligence
- impact of non CIA HUMINT
- covert action

DDS&T: form a team to develop alternatives to meet long-term intelligence information needs through:

- SIGINT
- Imagery
- other technical sensors
- foreign media coverage
- processing of information from technical systems

INTERDIRECTORATE PLANNING GROUP:

- review team reports for Directorate impact

EXCOM:

- review alternatives and study proposals, and establish priorities

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PHASE 3: (continued)

DOCUMENTATION:

Analytic Capabilities Team:

- capabilities overview
- impact of unmet current and likely new information needs
- review of on-going initiatives
- proposed CIA initiatives
- initiatives needed from external USG programs
- recommendations for study of specific issues

HUMINT Team:

- overview
- assessment of possible changes in the operating environment
- impact of unmet current and likely new information needs
- review of on-going initiatives
- proposed CIA initiatives
- likely support to other USG HUMINT activities
- recommendations for study of specific issues

CA Team:

- review of on-going initiatives
- proposed initiatives
- recommendations for study of specific issues

DDS&T Technical Collection Team:

- overview
- impact on SIGINT, Imagery,...etc.
- review of on-going initiatives
- proposed initiatives
- impact on external programs
- recommendations for study of specific issues

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PHASE 4: SUPPORT CAPABILITIES, 1 JULY-15 SEPTEMBER 1982

PURPOSE: To determine the impact of proposed capability initiatives on the support infrastructure, define optional concepts for meeting needs, and to review specific existing special management plans (R&D, Communications, Personnel, Space, Information Handling, etc.

ACTIONS: DDA: Form a team to develop alternatives for needed capabilities for

- logistics, training, communications, security, etc.
- space
- information handling

DDS&T: Form a team to develop R&D alternatives, including specialized D/O support.

D/Personnel: Form a team to develop alternative for the, recruitment, management, and retention of people.

C/PS/EXDIR: Form a team to determine the impact on Agency-wide management functions.

INTERDIRECTORATE PLANNING GROUP: Review for Directorate impact.

EXCOM: Review alternatives and proposed priorities.

DOCUMENTATION: (All groups)

- overview
- impact of proposed capability changes
- review and revision of Base Capability statements (where applicable)
- review of on-going initiatives
- proposed alternatives
- recommendation for priorities
- recommendations for studies of specific issues

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PHASE 5: LONG-RANGE FORECAST, 16 SEPTEMBER-15 OCTOBER 1982

PURPOSE: To develop the CIA Long-Range Forecast including courses of action for program and budget development.

ACTION The Planning Staff will develop a Long-Range Forecast for CIA from the output of the separate planning phases. This statement will provide strategic guidance for Agency activities, including guidance to the Comptroller for development of the 1985 through 1990 program..

IPG: review for Directorate impact

EXCOM: review the draft forecast

EXDIR: issue the forecast

CONTRIBUTION: Long-Range Forecast

- intelligence overview
- review of current goals and objectives
- new concerns
- information needs
- needed capabilities
- priorities
- guidance for the the 1985 Program
- requirements for studies on specific issues and implementation plans

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